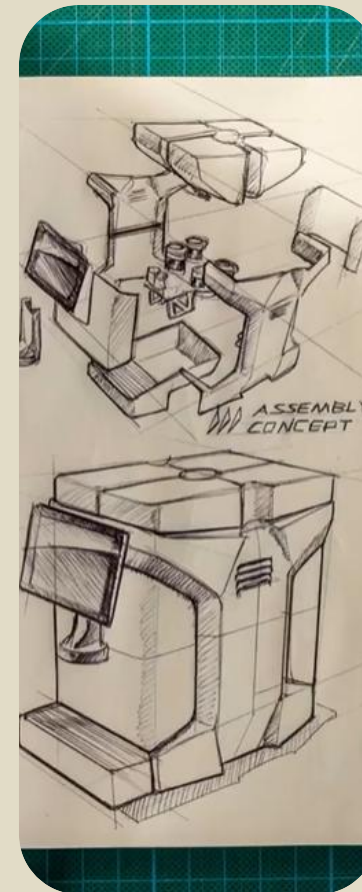




Professional Coffee Hub

February 2026



The De'Longhi Group today

Financials FY25

Preliminary Revenues

€3.8 bln

Adj Ebitda
(guidance)

€610-620 M

Net Financial Position
(consensus)

680 mln



Professional coffee

13%
of revenues



*First class coffee
equipment*

N°1



Home coffee

57%
of revenues
(including accessories)



*Global market leader
in home espresso*

N°1



Nutrition & Others

30%
of revenues



*Leading premium
brands in home*

N°1

N°1 based on market coverage (pro forma FY24)

The **world coffee leader**
in consumer,
professional, and
prosumer solutions



Coffee

Above 70%

of revenues (Including coffee accessories)



We passionately elevate the **coffee experience** and **quality** through an extensive products portfolio tailored to every customer's needs



Professional
Semi-auto
Full-auto
Under-counter
Grinder



Prosumer
Semi-auto
Grinder



Home
Full-auto
Pump with grinder
Capsule system
Pump
Drip coffee

01. Premium Coffee Market Overview

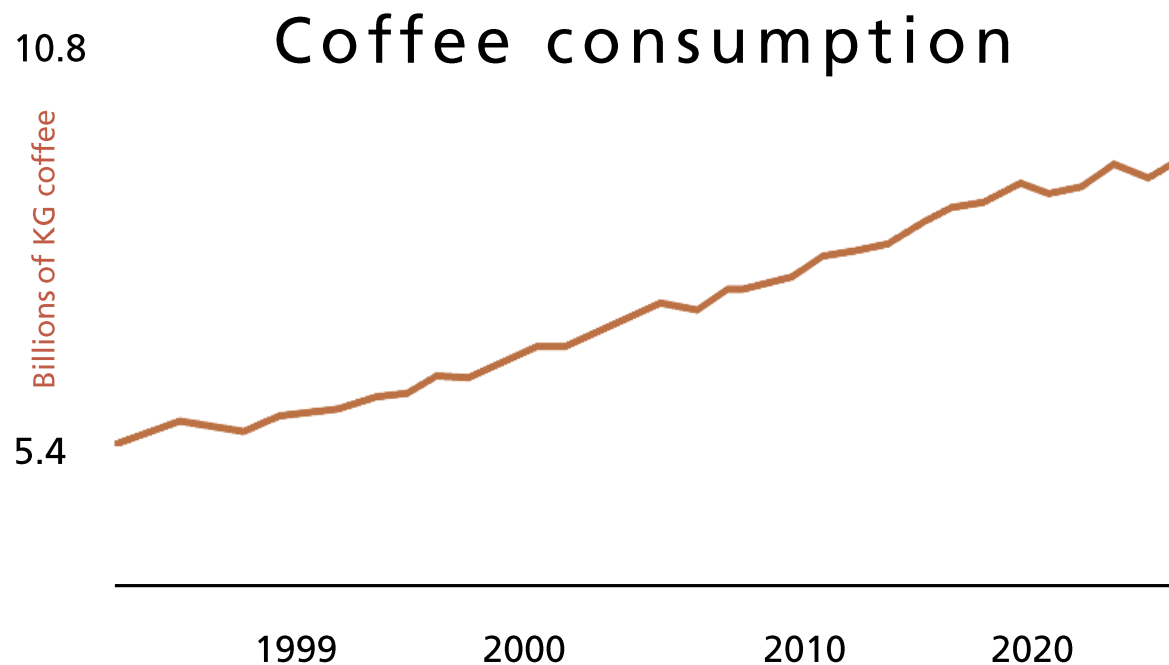
A close-up, artistic photograph of a coffee machine's spout pouring a stream of dark coffee into a white ceramic cup. The background is softly blurred, showing parts of the machine and a dark surface. The overall tone is warm and professional.

01.

Premium Coffee Market Overview

The **coffee consumption**
is experiencing a structural
and resilient long-term
trend

Steady and sustained coffee consumption over the years




A remarkably *resilient* industry anchored by consumption patterns



Low elasticity ensures persistent growth despite inflationary pressures



Emerging *middle-class* demand & cultural shifts driving *rapid growth*



Coffee is rapidly
evolving from a simple
beverage into a
*versatile culinary and
functional ingredient*

Younger generations are reshaping *coffee culture*

Espresso
Milk-based beverages
Cold brew
Coffee Mocktails
Plant-Based
Chai & Matcha


Coffee has been seen as a healthy drink

Coffee can increase alertness, help concentration, improve mood and limit depression.

Lifelong coffee consumption has been associated with *prevention of cognitive decline, and reduced risk of developing stroke, Parkinson's disease and Alzheimer's disease.*



British Medical Journal



The *FDA* recently
officially approved
coffee to be
labelled "*healthy*"

The essential *daily ritual* for staying **sharp** and enhancing **productivity**



Statement

2019

2024

Coffee wakes me up and gets me going

83

86



Coffee helps me get things done

71

79



Coffee improves my mental focus

71

78



Coffee is one beverage I drink to give me energy

68

78



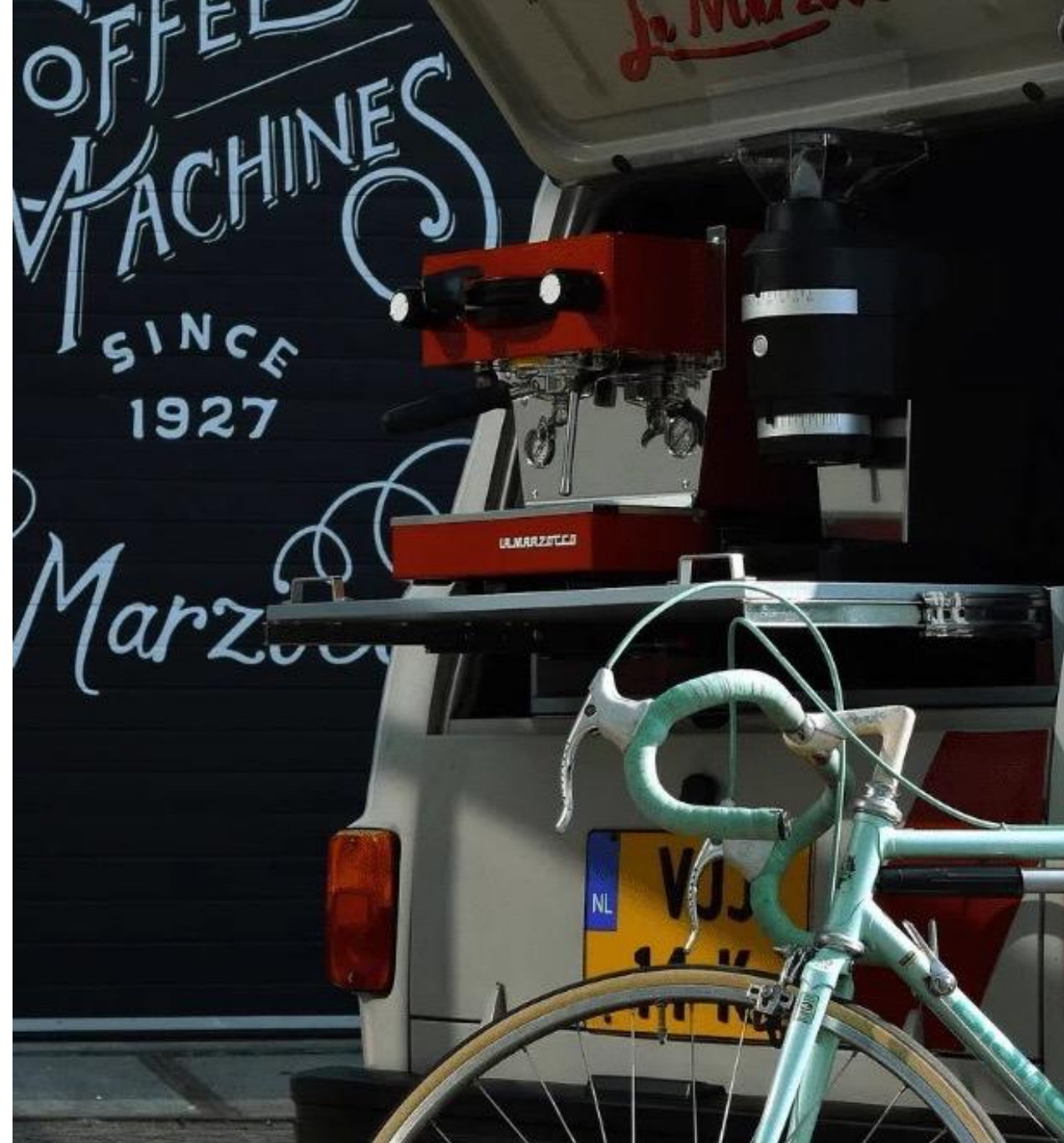
Coffee is a trendy thing to drink

61

68



Source: National Coffee Data Trends | 2025 Specialty Coffee Report



01.
Premium Coffee
Market Overview

Coffee shops
proliferate worldwide,
benefiting from market
penetration and the
'3rd Wave' shift





US market is defined by a sophisticated '3rd Wave' landscape, where consumers show **premium for personalization and craft**



45K+ branded coffee shops

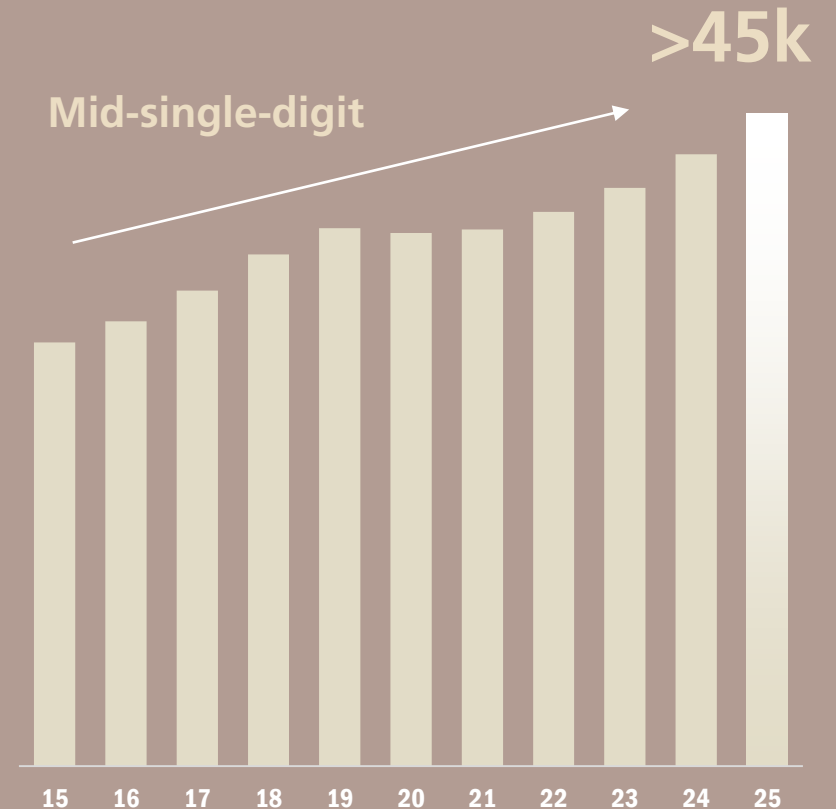


averaging **~130** shops per 1M population



growing at **mid-single-digit** over the last 10y

U.S. - Branded
Coffee Shops
(Total Outlets)



Source: Internal Analysis & World Coffee Portal



European coffee culture has evolved beyond the cup, redefining a **beverage into a social ritual**



50K+ branded coffee shops

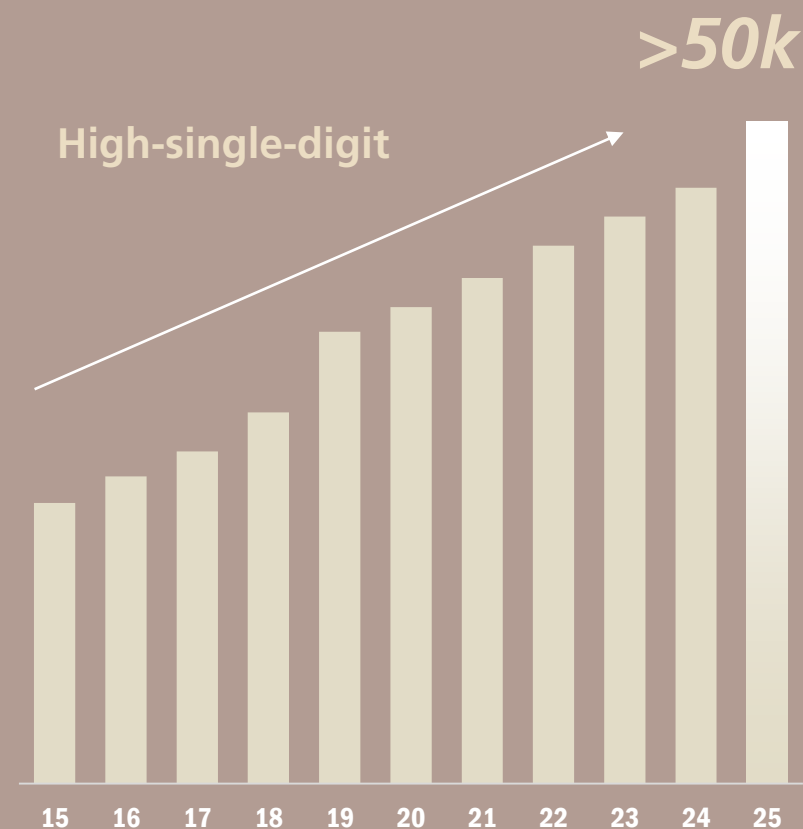


averaging **~70** shops per 1M population



growing at **high-single-digit** over the last 10y

Europe - Branded
Coffee Shops
(Total Outlets)



Source: Internal Analysis & World Coffee Portal



China has recently
become the **world's**
largest market for
branded coffee shops



58K+ branded coffee shops

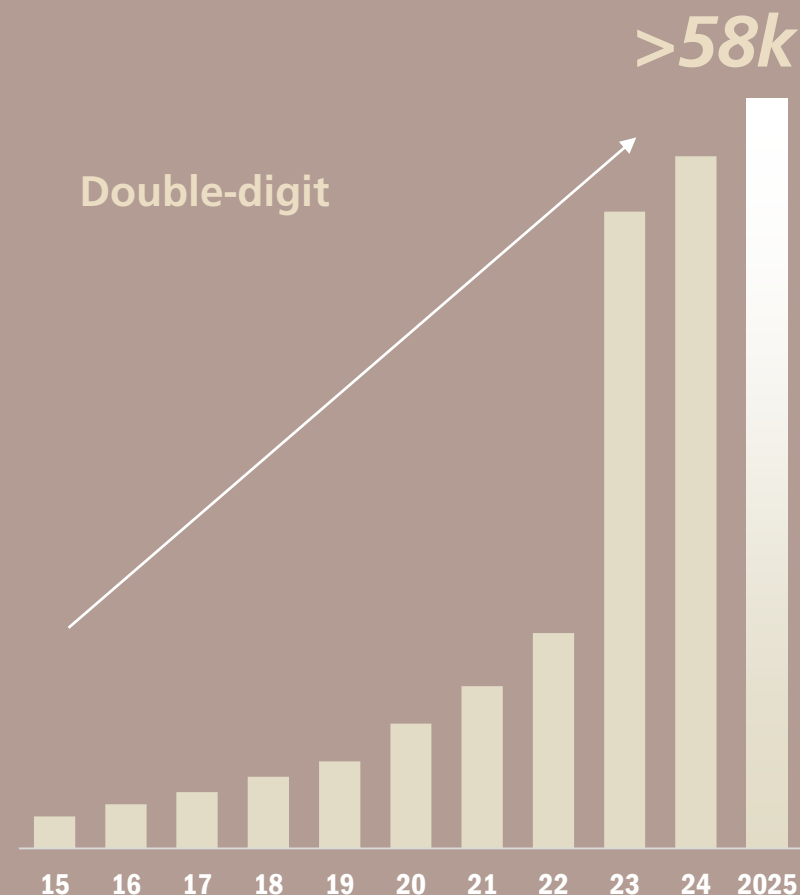


averaging **~40** shops per 1M population



growing at **double-digit**
over the last 10y

China - Branded
Coffee Shops
(Total Outlets)



Source: Internal Analysis & World Coffee Portal

01.

Premium Coffee Market Overview

The specialty coffee movement is driven by consumer demand for high-quality, ethically sourced, and unique coffee experiences

for
excellence

As **coffee habits** solidify,
the move toward
premiumization
is driving
significant
growth in the
specialty sector

*Americans consumed
in the “past-week”*



74%

+5pt. vs 2020

at least one
cup of **coffee**



57%

+8pt. vs 2020

at least one cup of
specialty coffee



43%

+6pt. vs 2020

opted for
**espresso-based
beverage**

Source: National Coffee Data Trends | 2025 Specialty Coffee Report

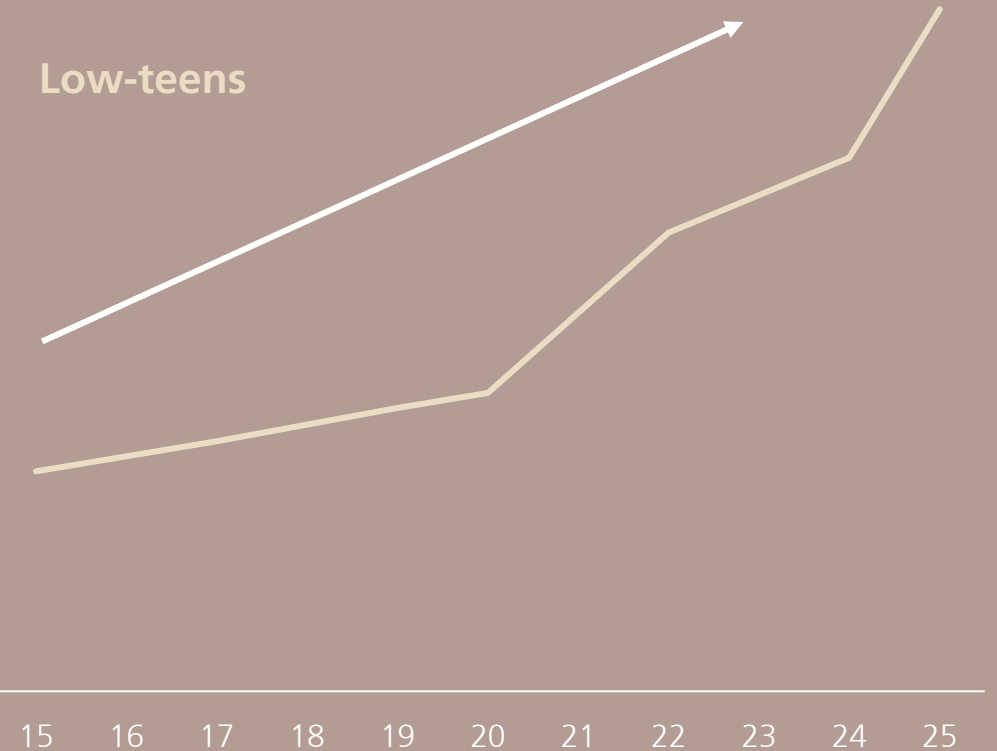
The rise of Specialty Coffee

Today's coffee enthusiasts are more informed than ever, *prioritizing flavour* and *ethical* impact over *convenience*.

Consequently, drinkers are increasingly willing to pay a *premium* for products that meet these *high standards*.

U.S. Specialty Coffee Market

Low-teens



Source: Specialty Coffee Association



*Drinking
espresso
has become a
Passionate
Lifestyle
and a
Unique
Experience*



02.

De'Longhi Group
Professional Coffee Division

The division
in a nutshell

LA MARZOTTO

The professional division

Financials FY25

Preliminary Revenues

€489m

Adj Ebitda %

(according to H1 and 9M-25 results
and Group's guidance FY25)

€125-135m

Revenues Cagr 3y

Low-teens



Categories

Full-auto **26%**

Semi-auto **31%**

Prosumer **19%**

Others products
& Service **24%**



Geographies

America **34%**

Europe **32%**

APAC & RoW **34%**

La Marzocco: Italian heritage since 1927



1927

"Officina Fratelli Bambi"
was established

1970

The dual boiler
technology patented



2000 - 2008

Marzocco was official
sponsor of the World
Barista Championship

2015

La Marzocco launched
its "Home" range



Eversys: Swiss innovation and technology



2009

Jean-Paul In-Albon and
Robert Bircher found
Eversys

2012

Introduction of our
first machine - E'4



We welcome
Eversys

De'Longhi Group

2017

Entering the strategic
partnership with De'Longhi
(40%)

2020

Launch of the Enigma
Classic and the
Cameo ST



A distinctive company culture



More than **1200 people**
working in the professional division



We take a **structured,**
intentional **approach** to
cultural integration



Great Place To Work
certification for 6th consecutive year for
La Marzocco





Sustainability



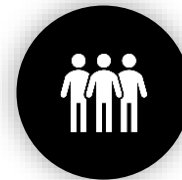
Products

We *champion the circular economy by integrating eco-design*, extending product lifespans, and ensuring responsible end-of-life management



Planet

We committed to *reach net-zero GHG emissions* across the value chain by 2050; We *promote agritech projects* to build climate resilience in coffee cultivation



People

We *prioritize regional* partnerships and suppliers; we *support coffee-growing communities* through the Hands for Songwa Foundation

Production footprint: handcrafted approach



100%

Internal production

3

Production facilities

> 70 K

Units produced in 2025
(Full-auto; Semi-auto; Prosumers; Grinders)

ISO

ISO Quality standard
(ISO 9001:2015)

ISO Occupational Health and
Safety (ISO 45001:2018)

ISO Environmental standard
(ISO:14001:2015)

A Group uniquely positioned to leverage successful history of technological leadership

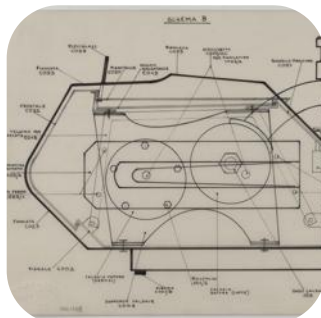


1939

Horizontal boiler

1970

Dual boilers



2009

Pressure profile
and Strada

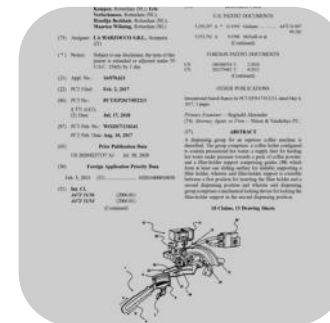
2015

La Marzocco home



2019


Straight-in
portafilter



2020

La Marzocco
connectivity





*Group uniquely
positioned to leverage
machinery engineered
for **consistency** and
quality*

Eversys holds a growing
portfolio of patents, designed to
***improve daily workflows and
beverage quality:***

*Connectivity and data
monitoring*

Hands-free cleaning

*e'Leveling systems and
automated tamping*

*Modular component
replacement*

Connectivity, a business fully integrated

Our connected machines provide customers with *insights to reduce overhead and service costs*



By offering *proactive maintenance guidelines*, we ensure every La Marzocco and Eversys machine remains in peak mechanical condition



A
comprehensive
e *portfolio*
addressing
all customer
needs and
coffee
enthusiasts





From boutique cafes to high-volume coffee chains with the same exceptional standard



Legacy+



Cameo



Enigma



Shotmaster

Espresso machines
trusted by the world's
coffee community for their
**reliability, durability, and
timeless aesthetics**



Strada



Leva



KB90



Linea Classic



GB5





Under-counter **Modbar**,
a space where **design**
and efficiency don't
have to compete



Espresso



Pour-over



Steam

An espresso icon re-designed for the kitchen and beyond



Micra



Gs3



Mini



Leva x 1 group





Pairing a
high-performance
grinder with a
premium machine is
the **key to**
espresso mastery



Swan



Jay



Swift



Pico



*Officine Fratelli
Bambi*
is the ultimate
display of the
“Handmade in
Florence”
philosophy

It is a workshop dedicated to
craftsmanship and artistry, put
at service of the production of
unique machines and limited
series.



Broad-scale market access thanks to our **regional subsidiaries and certified distribution partners**



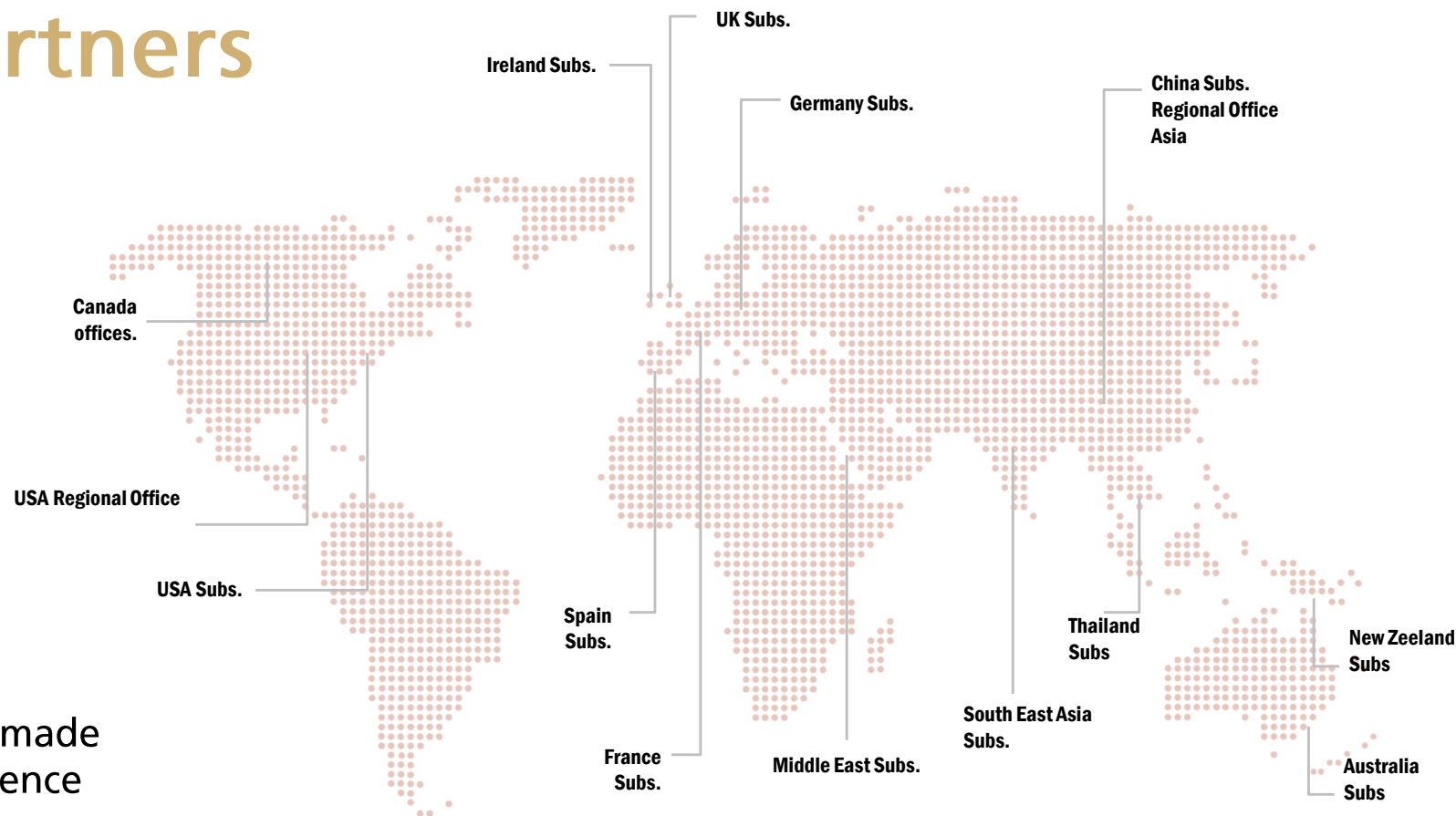
More than 15
Subsidiaries &
Local offices



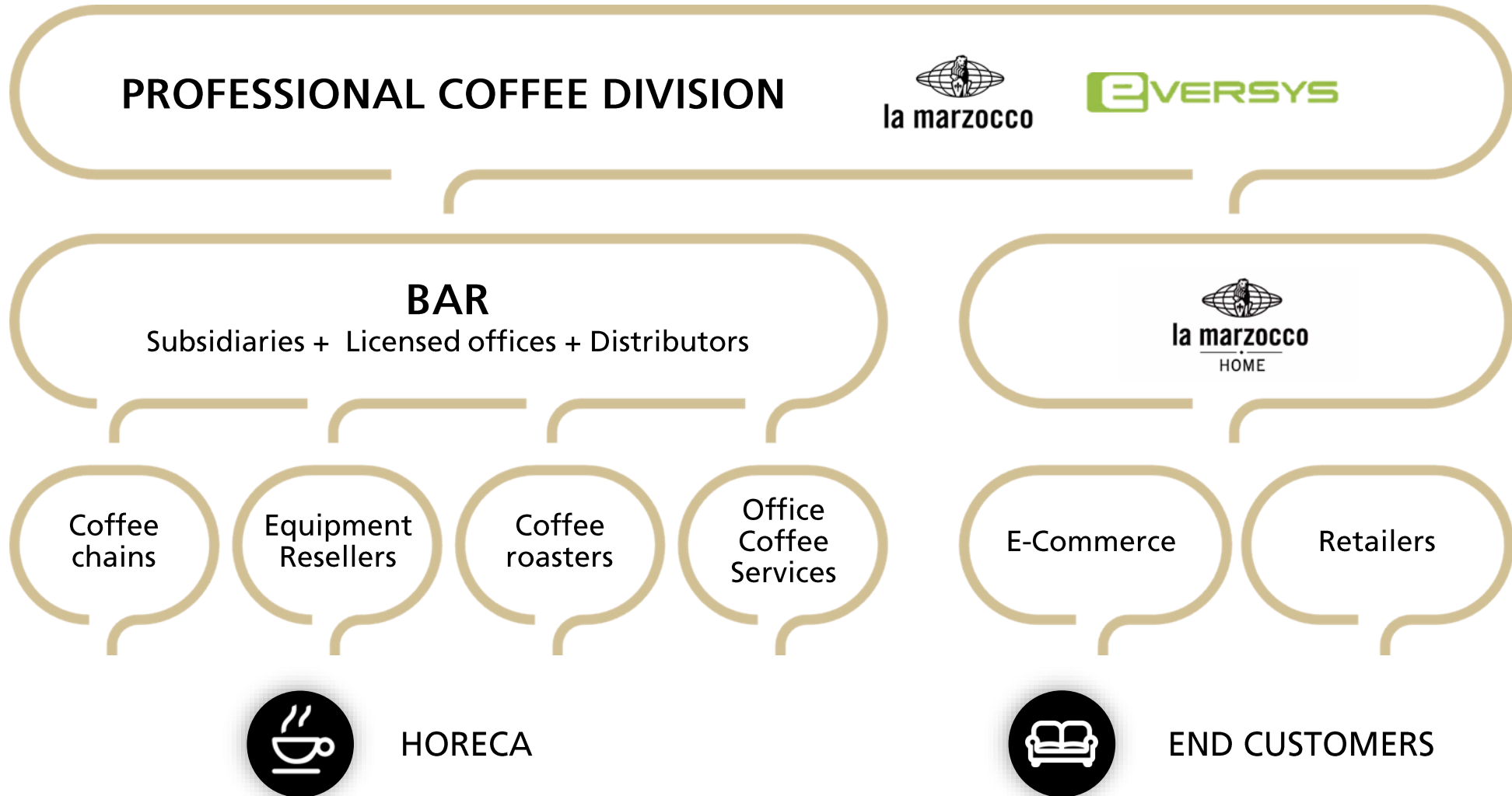
More than 200
Distributors



More than 80%
Of La Marzocco business made
through a branded experience



Way to market



Revenues by Geography



*North
America*

34%



Europe

32%



*APAC &
RoW*

34%

North America, consumers show preference for personalization and craft



Cold brew & endless options for milk and sweeteners



The premium coffee movement is expanding beyond major cities across the U.S



Convenience and drive-thru dominance, combined with a growing specialty coffee presence

Europe, coffee culture has evolved beyond the cup,
redefining a beverage as a social ritual



Espresso & Milk-based coffee market



Urban Hubs:
London, Berlin, and
Copenhagen lead the
craft scene



Highest ethical
sourcing regulations

China has recently become
the **world's largest market**
for **branded coffee shops**



"Coffee-Fruit"
hybrids & "Milk-Tea
Coffee" blends



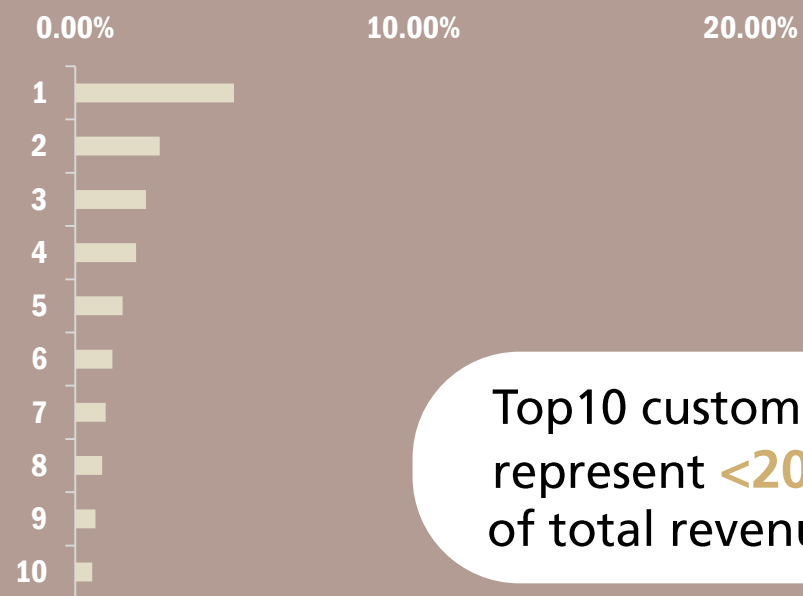
Increasing coffee
adoption and
consumption
frequency



South East Asian
countries have
deeply ingrained
coffee culture

We maintain a broad, fragmented customer base

Professional Coffee Division Weight of Top10 customers FY25



Top10 customers
represent <20%
of total revenues



Broad market exposure driven by a diverse range of products and solutions

Our portfolio of full-auto & semi-auto serves a
broad spectrum of customer needs

Recent trends in *Specialty* show a marked
expansion of small and medium-sized chains

Significant *prosumer exposure* has further
diversified the customer base



Cultivating a coffee community through **strategic social media engagement** and hands-on experiences

Online Organic

- Social media
- Apps
- Website Eco-system

On/Offline Earned

- PR coverage
- Partnership with Associations
- Brand collaborations

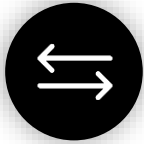
In Person

- Branded showrooms
- Accademia
- Trade Shows
- Dedicated Events



De' Longhi Professional Coffee Division

Why we are better together



Cross selling

Collaborating through distribution and service networks



Cost synergies

Identifying **procurement synergies** by optimizing the shared supplier base and aggregating purchasing volume to capture significant economies of scale



Innovation & Know how

Leveraging leading positions in key categories, from prosumer to full-auto, sharing expertise in R&D, production, design.

De' Longhi Professional Coffee Division

Why we are better together



Unveiled at HOST 2025,
the *Modbar x Eversys*
prototype blends under-
counter aesthetics with
high-precision super-
automatic performance



02.

De'Longhi Group
Professional Coffee Division

We are strategically
positioned within the
high-end and **premium**
markets



Full-auto & Semi-auto *market*



Full-Automatic
Coffee Machines

Market size estimated
to be ca.

€2.0 – 2.5 bln



Semi-Automatic
Coffee Machines

Market size estimated
to be ca.

€1.0 – 1.4 bln



Professional &
Prosumer Grinders

Market size estimated
to be ca.

above €300 mln



Home coffee
machines

Market size estimated
to be ca.

above €6 – 7 bln

Source: internal analysis

Key market segments



Full-Automatic
Coffee Machines



Semi-Automatic
Coffee Machines



Professional &
Prosumer Grinders

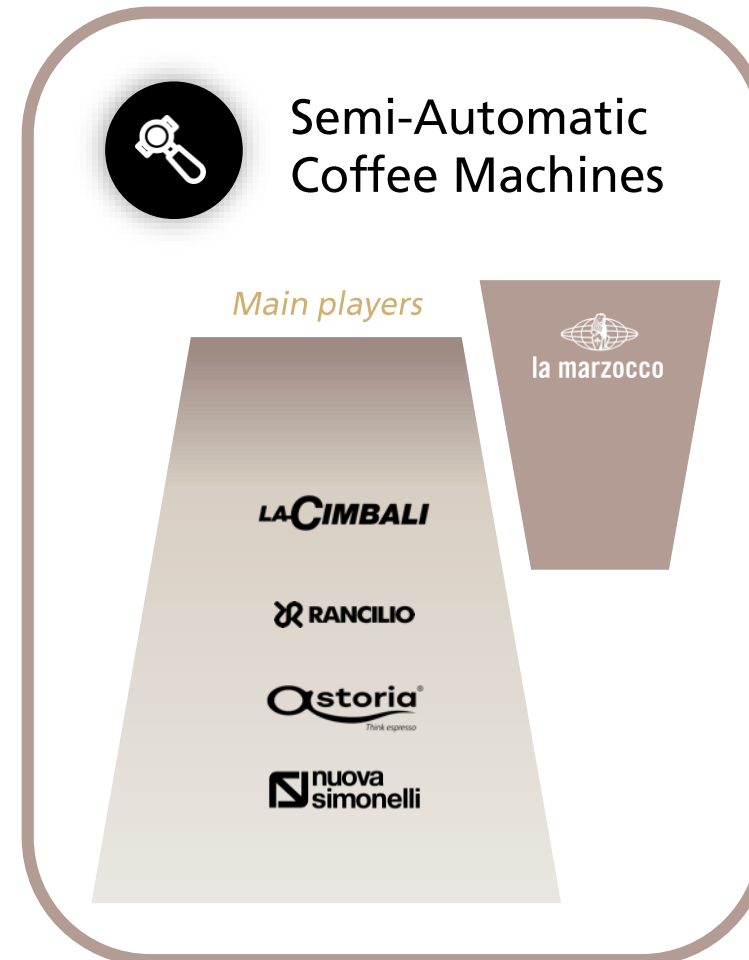


Home coffee
machines

HoReCa
Quick Service Restaurants
Bakery
Travel - Lounges
Convenience Stores
Office Coffee Service - Vending

Source: internal analysis

Our market presence is strategically concentrated within the high-end and premium segments

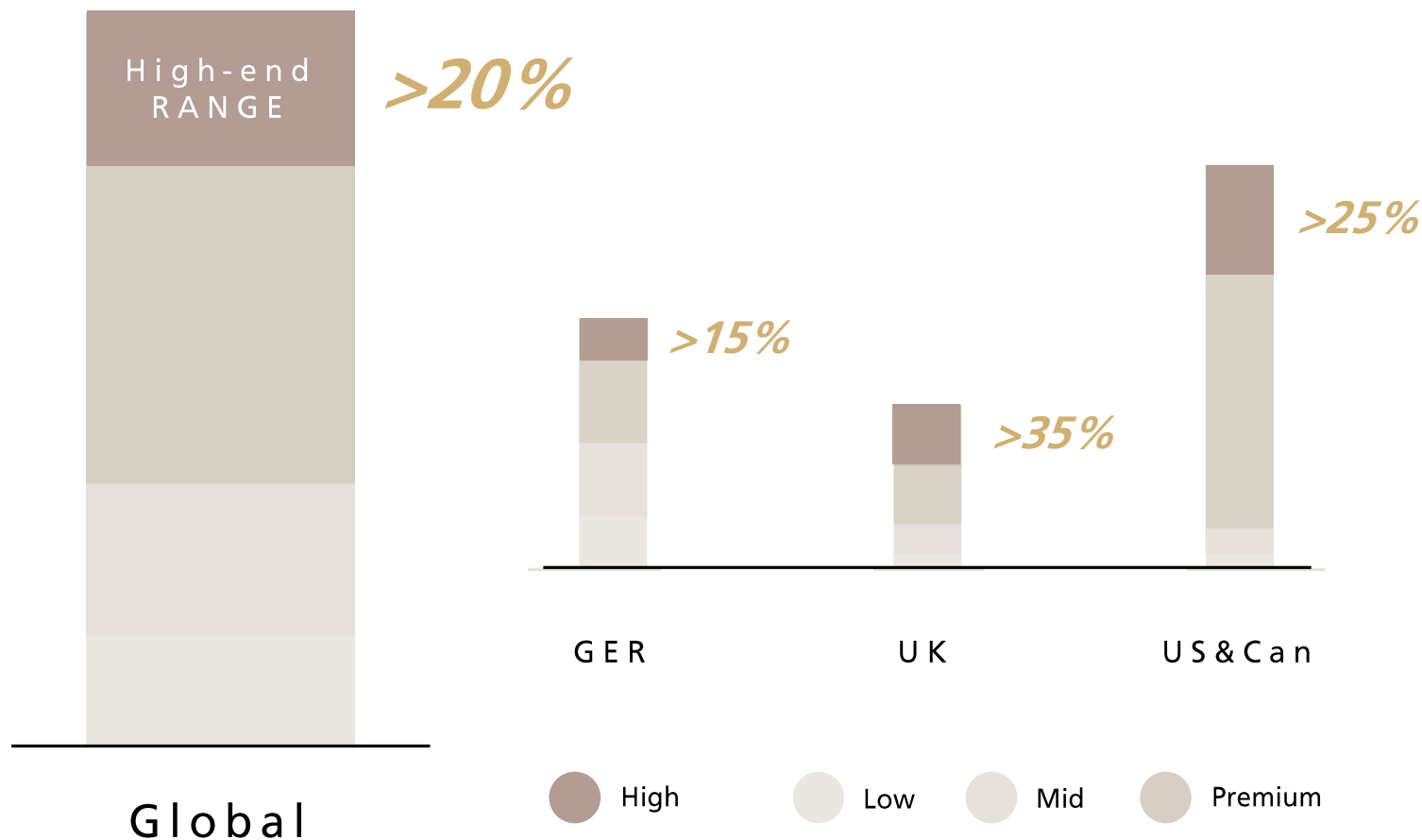


Source: internal analysis

Market value mix

Full-auto market

Eversys leverages its premium extraction to target markets where chains seek higher coffee quality



Source: internal analysis and HKI data 9M'25

We are building
brand equity to
expand our reach
into additional
premium segment



02.

De'Longhi Group
Professional Coffee Division

Why we are
the top choice
for coffee shops
worldwide

Unparalleled
brand
experience &
authentic
community

*Engaging a
passionate global
community and
spreading a
unique coffee
culture*



Unparalleled
brand
experience &
authentic
community

*Cultivating a large-scale
global coffee
community through
authentic storytelling
and digital engagement*



La Marzocco
over 450k
La Marzocco Home
over 380k

Best-in-class performance & Reliability

*By merging heritage-driven design with strategic engineering and digital connectivity, we deliver top-tier solutions that **redefine coffee quality and operational excellence***

Dual Boiler System



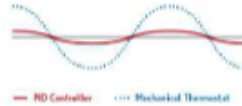
Independent boilers for steam and coffee allow baristas to adjust temperatures directly for maximum stability.

Saturated Groups



Water-filled brew chambers eliminate air pockets to ensure thermal consistency.

PID Controller



Advanced algorithms regulate energy to minimize temperature variability and ensure a consistent brew.

Connectivity



The system provides remote control and monitoring of compatible coffee machines via smartphone

Surgical-Grade Steel



AISI 316L stainless steel prevents heavy metal dissolution while maintaining high quality standards.

Bespoke solutions

Uniqueness is part of owning a La Marzocco

Every La Marzocco machine is unique, built according to individual customer needs with over

1,500 available configurations.

Customization includes body colours and finishes, panel galvanic treatments, and construction materials.



Bespoke solutions

Officine Fratelli Bambi is the ultimate display of the "Handmade in Florence" philosophy

A workshop dedicated to artistry, where handcrafted excellence and innovation merge to create unique machines and limited editions





Standout
design &
Italian
heritage



porsche x la marzocco
at milan design week



Lower cost of ownership

Durability



By using *stainless steel* and other *high-grade components*, our machines are both efficient and long-lasting

Connectivity



Sistema users recognize the *value of connectivity* through sales growth, cost reduction, service proactivity, and customer satisfaction

Superior in-cup quality

*Our systems protect flavour while
ensuring consistency across every cup*

In-house produced grinders

e'Levelling

Bottom-up brewing system

Extraction Time Control

Pressure profiling

Thermal Stability



Lower cost of ownership

*Minimize downtime and ensure workflow consistency with **real-time remote data***



Digital Ecosystem Integration

Simplifies menu updates

Leverages real-time machine data

Modularity reduces downtime and optimizes total cost of ownership by extending machine life



Swap components without full machine replacement

Lowers carbon footprint through reduced manufacturing

Reduces technician visits by up to 30%

Scalable coffee quality

Eversys machines deliver consistency, speed, and reliability at scale



DESIGN

Intuitive controls activated by simple touch, without losing precision



MILK

Eversys designed *a family of milk systems* - 1-Step, 1.5-Step, and 2-Step - that adapt to every business need



MATERIAL

Aluminium die-cast frame crafted for durability and longevity in demanding service environments



Trustworthy brand

Uniqlo café NY



Miss DIOR café NY

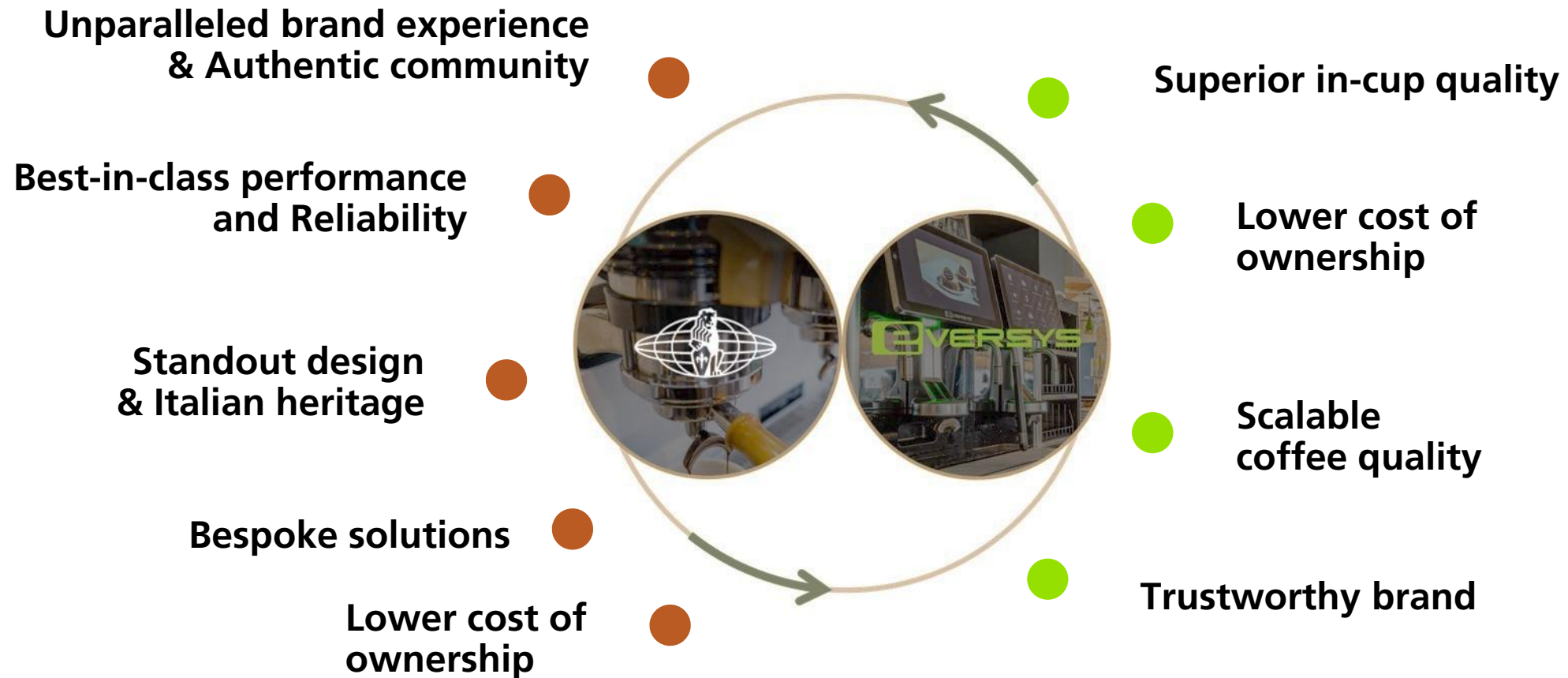


*Arcteryx
China*



*Bloomberg
London*

Built to last and featuring superior quality, our products are designed to **share a passion for coffee**



02.

De'Longhi Group
Professional Coffee Division

Market opportunities



Structural market trends

Rising Global Demand

Capitalizing on the steady rise in total coffee consumption

Expanding Market Reach

Capturing new demographics via increased household and commercial penetration

Shift to Premiumization

Leveraging the consumer shift toward high-quality, specialty coffee experiences

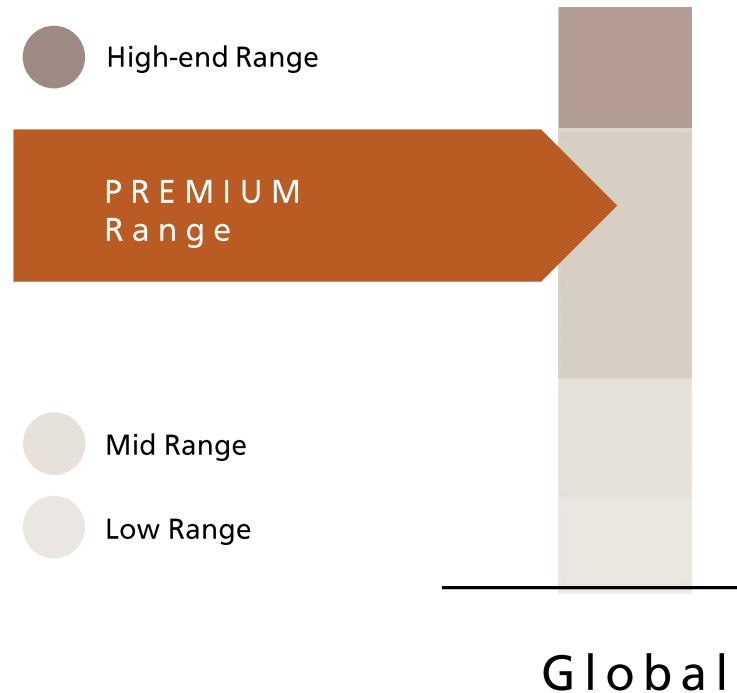
Accelerating geographical expansion into high- growth regions

*We are scaling our
operations in growth
regions through the
setup of new
subsidiaries and by
strengthening our
partner network*

New segments – High-end range

*Through Legacy+,
Eversys is positioned
to penetrate the
premium market by
leveraging its brand
equity and technical
excellence*

This will allow Eversys to
further expand its
positioning in
convenience stores and
premium office coffee
services



New segments - Grinders

La Marzocco leveraged its *strong brand equity*, *technical expertise*, and *manufacturing heritage* to successfully *expanded into the professional and prosumer grinder market* (above €300M)

Swift



1999

Vulcano



2009

Pico



2023

Swan



2024

Jay



2025



20..

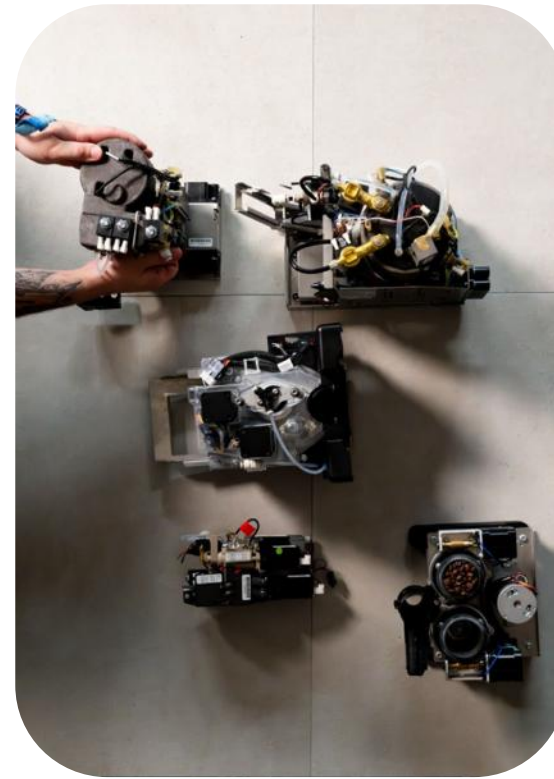


Maximizing recurring revenue *through Service & Spare Parts*

The group provides *extensive service coverage* through direct management and reliable partners

We identified specific opportunities to *expand direct-to-market presence*, further solidifying our customer relationships

Local collaboration in Australia to *strengthen our presence* in the market



Elevating the passion for coffee through the ultimate **prosumer experience**

We have created a *lifestyle brand* through passion, experience and collaborations

We have developed the *high-end home barista community* around the world

We are growing the *home ecosystem* through a globally aligned product portfolio

**A UNIQUE CHANCE TO CAPTURE
EXPANDING MARKET FROM A
LEADERSHIP POSITION**



Our growth algorithm

*Structural
market trend*



1

Rising
Global
Demand

2

Expanding
Market
Reach

3

Shift to
Premiumization

*Division
Specific
opportunities*



1

Geo
expansion

2

New
Segments

3

Service

4

Prosumer

**MEDIUM LONG-
TERM GROWTH
AMBITION**

LOW TEENS

De' Longhi Professional Division's **strategic pillars**

Global leader in
premium
professional coffee
equipment

Elevating coffee
quality standards
through **passion** and
innovation

Capitalizing on
brand equity and
**technical
expertise** to to
drive growth

The global
reference point
for **authentic
coffee culture**

Maximizing
margins through
**operational
excellence** and
cost discipline

Scaling via
**international
networks** and
localized expertise

***May all those who come as guests,
leave as friends***

PIERO BAMBI

